

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Sorin Group USA, Inc.

Colorado Association for Manufacturing and Technology

Sorin Group USA Sees Financial Impact from Working with CAMT

Client Profile:

Sorin Group USA is an international medical device company dedicated to the administration, distribution and manufacture of cardiopulmonary products -- tubing sets and accessories for open heart surgery. The company employs 350 people at its facility in Arvada, Colorado.

Situation:

Sorin's products are highly customized with up to 4,200 different products shipped each year, making planning and efficient execution a constant challenge. This coupled with increased market pressure led Sorin management to identify continuous improvement efforts as instrumental to continued business success. Sorin embarked on a company-wide immersion in Lean Manufacturing projects designed to eliminate non-value added activities and called upon the Colorado Association for Manufacturing and Technology (CAMT), a NIST MEP network affiliate, for assistance.

Solution:

CAMT worked closely with Sorin to identify and apply for grants to contribute to training and implementation costs, and then built a comprehensive continuous improvement plan involving all departments of the business. A cross-functional team of Sorin managers attended a course on Lean Six Sigma principles offered by CAMT. Several Sorin employees participated in continuous improvement projects focusing on work areas. CAMT facilitated rapid improvement events, or kaizen blitzes, focusing on individual processes. Value Stream Mapping projects were conducted on the design area, mapped the material flow from the receiving dock to the manufacturing floor, and ensured an efficient value stream for the Sorin procurement group. Other workers went through Lean and Green training, and increased workplace organization through 5S (Sort, Set in Order, Shine, Standardize, Sustain) projects. This series of events allowed Sorin to reduce process steps and gain efficiencies resulting in concrete financial impact to the company. As a result of CAMT's assistance, material flow throughout the organization from receiving dock to order shipping, as well as within departments, was completely overhauled. Teams were rearranged to focus on products for one customer, increasing collaboration and problem solving. All changes within departments were operator-led, not dictated by managers or engineers, leading to an increased commitment to excellence from all employees.

Results:

- * Increased sales by \$1 million.
- * Realized \$500,000 in cost savings.
- * Created 10 jobs.
- * Retained 3 jobs.

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Testimonial:

"CAMT's Lean tools and systems helped us uncover problems and attack them through analyzing processes, lowering inventory and gaining employee commitment to continuous improvement."

Steve Emerson, Manufacturing Manager